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# *CP-18 Career Conference Human Resources Update 26 August 2004*

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# Key Topics

- National Security Personnel System (NSPS)
- Civilian Education System (CES)
- Senior Army Workforce (SAW)
- Federal Career Intern Program (FCIP)
- Workforce Restructuring
- Professional Credentials
- Incentives
- Corporate recruitment
- Deployment
- SES
- Human Resources Development

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# National Security Personnel System (NSPS)

**Goal:** to design more flexible and streamlined processes for:

- Staffing (recruiting, hiring, advancement, promotion)
- Pay Administration and Performance Management
- Job Classification
- Labor Management Relations
- Discipline, adverse actions and employee appeals

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# NSPS Guiding Principles

- Mission first – support national security and strategic goals
- Respect the individual and protect legal rights
- Value talent, performance, leadership & commitment to public service
- Be flexible, creative, responsive, executable
- Ensure accountability at all levels
- Balance HR interoperability with unique missions
- Be competitive and cost effective

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# NSPS Design Process

- Strategic review changed the process (Mar 04)
- Secretary England (Navy) charged by Secretary Rumsfeld to build NSPS
- Program Executive Officer:  Mary Lacey (Technical Director of the Naval Surface Warfare Center)
  - Supported by PMs in each component
  - Full partnership with OPM
- Mission-first, employee centric, broad collaboration with stakeholders
- Defense Acquisition Management model implementation approach
- Aggressive, event-drive schedules

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# NSPS Design Process – Continued

- Town Halls
- Focus Groups
  - Report of Focus Groups issues imminent
- Working Groups (Jul-Sep 04) building NSPS options
  - Performance Management
  - Compensation
  - Adverse actions
  - Staffing & workforce shaping
  - Labor relations
- Union consultation

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# NSPS Implementation

- Labor relations and HR DoD Regs: Dec 04
- Spiral One (Pilot) – July 05
- Spiral Two – Dec 05/Jan 06
- Change Management
  - DoD Program of Instruction (POI)
  - Army (CHRA) Implementation

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# Department of Army Civilian Education System (CES)

WHAT: A centralized Army education system integrating civilian and military individual training, education, and development, where appropriate

WHY: Army Training and Leader Development Panel – Civilian (ATLDP-C) recommendation to improve civilian leader development

WHO: TRADOC, as executive agent for the G-3 (DCSOPS)

TEAM: G-1, G-3, TRADOC, AMC, USACE, AMSC, CAL, CASCOM

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# CES

- Competency-based curriculum
  - USACE, focus on strengths
- Progressive and sequential
  - Team member
  - Small team leader (e.g., branch)
  - Supervisor
  - Manager
- Replace current Army Leader Core Curriculum (?)
- Combination of distance learning & classroom
- Linked to promotion for leadership positions (?)

*Concept to be briefed to the CG, TRADOC mid-Oct 2004*

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# Senior Army Workforce (SAW)

- Central management of leaders, supervisors and managers
  - GS-12 – GS-15
    - 17 K Army wide
    - 3.5K USACE (2.5K civil works)
  - SAWMO in Human Resources Command
  - Training, Promotion, Education Boards
    - Order of Merit Selection
    - Competency Based Model

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# SAW Command/Functional Involvement

- Command concerns:
  - Leader Development – good idea
  - Incentivize mobility, not mandatory
  - Must retain selection authority
  - Civilians provide valuable continuity
- Funding (not funded via POM)
- Timing with NSPS

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# Federal Career Intern Program

- 147 for FY 03
- 53 Appointments in FY 04 to date
- Recommendation:  Plan in advance to use this authority in conjunction with recruitment at National Conferences (work with CPAC and CPOC)

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# Workforce Restructuring

- FY 04 Special Workforce Buyout Authority
  - 228 VSIPS used through Third Quarter FY04
  - 106 VERA
  - Special Salary rates require exceptions

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# Payment of Expenses for Credentials

- DA requirements for payment of expenses to obtain professional credentials issued 23 June 03
  - Delegates approval authority to MACOMs (may be further re-delegated)
  - Payment will be made on a reimbursable basis upon successful receipt of the credential
  - Not an entitlement—no guarantee of continued payment
  - No central funding
  - Requires I&I labor union bargaining
  - Professional membership fees not included
  - Reimbursement of expenses not retroactive—prior approval required
- USACE Policy issued 19 Aug 03
  - Provides maximum flexibility to Divisions for implementation

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# Attract and retain a world-class workforce

- Recruitment Incentives
  - Student Loan Repayments
    - Guidance Issued on 28 March 2002
    - Can be used for recruitment/retention purposes
  - Job Referral Bonuses
    - Support memo from DCG signed 30 May 2002
    - Fairly inexpensive incentive to identify quality mid/senior level talent
  - Recruitment/Relocation Bonuses
    - 37 Recruitment Bonuses and 26 Relocation Bonuses for FY 04

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# USACE Corporate Recruitment and Selection Statistics – GS-15

**From March 1997 - September 2003**

- **460 Selections**

| | | | |
|---|---|---|---|
| 201- E&S | | 91 | - PM |
| 1 - Manpower | 22 | - RE | |
| 5 - HR | | 17 | - CECS |
| 34 - Counsel | | 25 | - RM |
| 11 - IM | | 40 | - Mil Planner |
| 8 - Contracting | | 1 | - EEO |
| 2 - Safety | | 2 | - PAO |

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# USACE Corporate Recruitment and Selection Statistics – GS-15

- RNO/Gender Statistics
  - 349 White Males ( 76.0%)
  - 50 Minority Males ( 11.0%)
  - 57 White Females ( 12.0%)
  - 4 Minority Females ( 1.0%)
- Average Age – 50
- Undergraduate Degrees – 91%
- Graduate Degrees – 66%

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# USACE Corporate Recruitment and Selection Statistics – GS-15

- Selections from:
  - Within District/Organization -255 (55.0%)
  - Outside District/Organization - 75 (16.0%)
  - Outside Division - 69 (15.0%)
  - Outside Corps of Engineers - 61 (14.0%)
  - Outside Department of Army - 8 (<1%)
  - Outside Department of Defense - 2 (<1%)
  - Outside Federal Government - 4 (<1%)

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# USACE Corporate Recruitment and Selection Statistics – GS-15

**From October 2002 - September 2003**

- **125 Selections**
- EEO trends continue without substantive change
- Substantive change occurred in selection rates as follows:
  - Fewer selectees with undergraduate and graduate degrees down by 8 and 4% respectively
  - Increase in number of selections from within the District/Organization, up from 40% to 55%

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# Deployment Benefits

- Monetary (Post differential and danger pay, as well as overtime, plus a number of other incentives such as relocation bonuses)
- Opportunity for Career Growth (exposure to projects and professionals both in and beyond CP-18)
- Opportunity to be a part of history and the building of a free and democratic Iraq
- Developing professional and personal relationships with individuals from diverse organizations and cultures

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# SES Vacancy Announcement

- Programs Director, ES-340
- Opens in Sep/Oct 2004
- Covers all 8 Divisions
- Used for any vacancy that may occur in the six months after the closing date
- Start working on ECQ statement now: http://www.opm.gov/ses/qualify.asp

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# Human Resources Development

- Robust Army Civilian Training Education and Development System (ACTEDS), local intern & other entry programs – building a “bench”
  - Number of Interns on board:  225 (centrally funded)
  - 386 Intern FTEs for FY05
    - 170 on board
    - 216 new hires (70 SCEP Conversions)
- Issues:
  - RASS (Centralized Management of Intern funding)
  - Authority to approve Academic Degree training
  - Deployment of Interns

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# USACE Learning Network

- A LAB initiative
- Purpose: Assist in building a learning organization by facilitating learning for team members throughout the Corps
- Learning Network:
  - A system within the Learning organization
  - “People” and “electronic” components
  - Work together to encourage virtual sharing and consulting internally based on latest knowledge and best practices
  - Facilitates Communities of Practice

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# Automated Training Management Program (ATMP)

- Automated Training Management Program
  - Based on Mission Essential Task List (METL) assessment process
  - Aligns training to mission requirements at all levels
  - Allows us to target individual tasks for specific organizational improvement
  - Ensures we spend money on highest priority training first
  - Tool for planning, executing and assessing training

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# Important Websites

- USACE Learning Network
  - http://usaceln.org
- Learning Organization Doctrine
  - http://www.hq.usace.army.mil/cepa/learning/learning.htm
- Coaching, Counseling and Mentoring Guide
  - www.usace-ccm-guide.com
- Recruiting for GRD and AED
  - http://www.hq.usace.army.mil/cehr/Deployment/main.htm

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# *Any Questions*

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